



**CITY OF MIDDLETON
STRATEGIC PLAN
VISION & FRAMEWORK REVIEW
PUBLIC MEETING**

MARCH 16, 2022

**VANDEWALLE &
ASSOCIATES INC.**



**Public Administration
Associates, LLC**



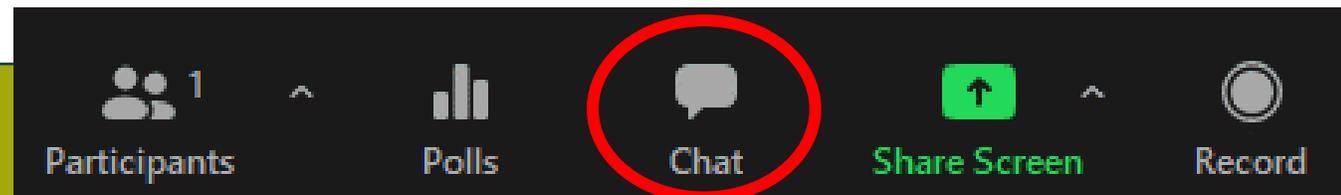
THANK YOU FOR BEING HERE!

- The meeting will be recorded.
By continuing to be in the meeting, you are consenting to being recorded. This recording will be posted on the City of Middleton Strategic Plan webpage: <https://www.cityofmiddleton.us/635/Strategic-Plan>
- Remain muted until breakout room discussion.
- If you'd like to be unmuted to ask a question or have a technical question, use the chat box or raise your hand.
- If you have any questions regarding the Strategic Plan process, please email them to Meredith Perks at mperks@vandewalle.com.

Chat function for questions

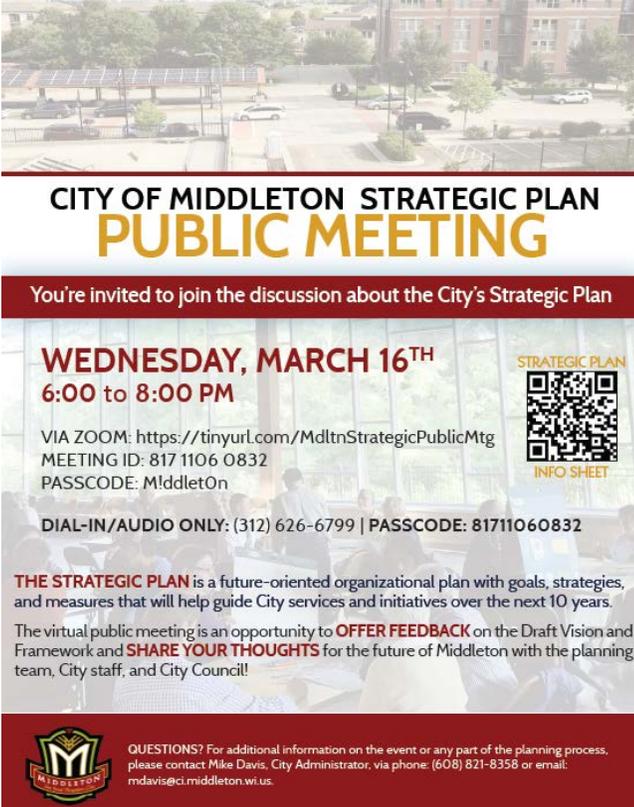


MIDDLETON STRATEGIC PLAN



AGENDA

1. Meeting Kickoff (5 min)
 - Overview/Purpose of Today's Meeting
2. Review of Strategic Plan (10 min)
3. Vision & Framework Overview (55 min)
 - Polling Questions
4. Review Next Steps (5 min)
5. Breakout Discussion (30 min)



**CITY OF MIDDLETON STRATEGIC PLAN
PUBLIC MEETING**

You're invited to join the discussion about the City's Strategic Plan

WEDNESDAY, MARCH 16TH
6:00 to 8:00 PM

VIA ZOOM: <https://tinyurl.com/MdltStrategicPublicMtg>
MEETING ID: 817 1106 0832
PASSCODE: M!ddlet0n

DIAL-IN/AUDIO ONLY: (312) 626-6799 | PASSCODE: 81711060832

THE STRATEGIC PLAN is a future-oriented organizational plan with goals, strategies, and measures that will help guide City services and initiatives over the next 10 years.

The virtual public meeting is an opportunity to **OFFER FEEDBACK** on the Draft Vision and Framework and **SHARE YOUR THOUGHTS** for the future of Middleton with the planning team, City staff, and City Council!

STRATEGIC PLAN
INFO SHEET

 **QUESTIONS?** For additional information on the event or any part of the planning process, please contact Mike Davis, City Administrator, via phone: (608) 821-8358 or email: mdavis@ci.middleton.wi.us.

Tonight's Meeting

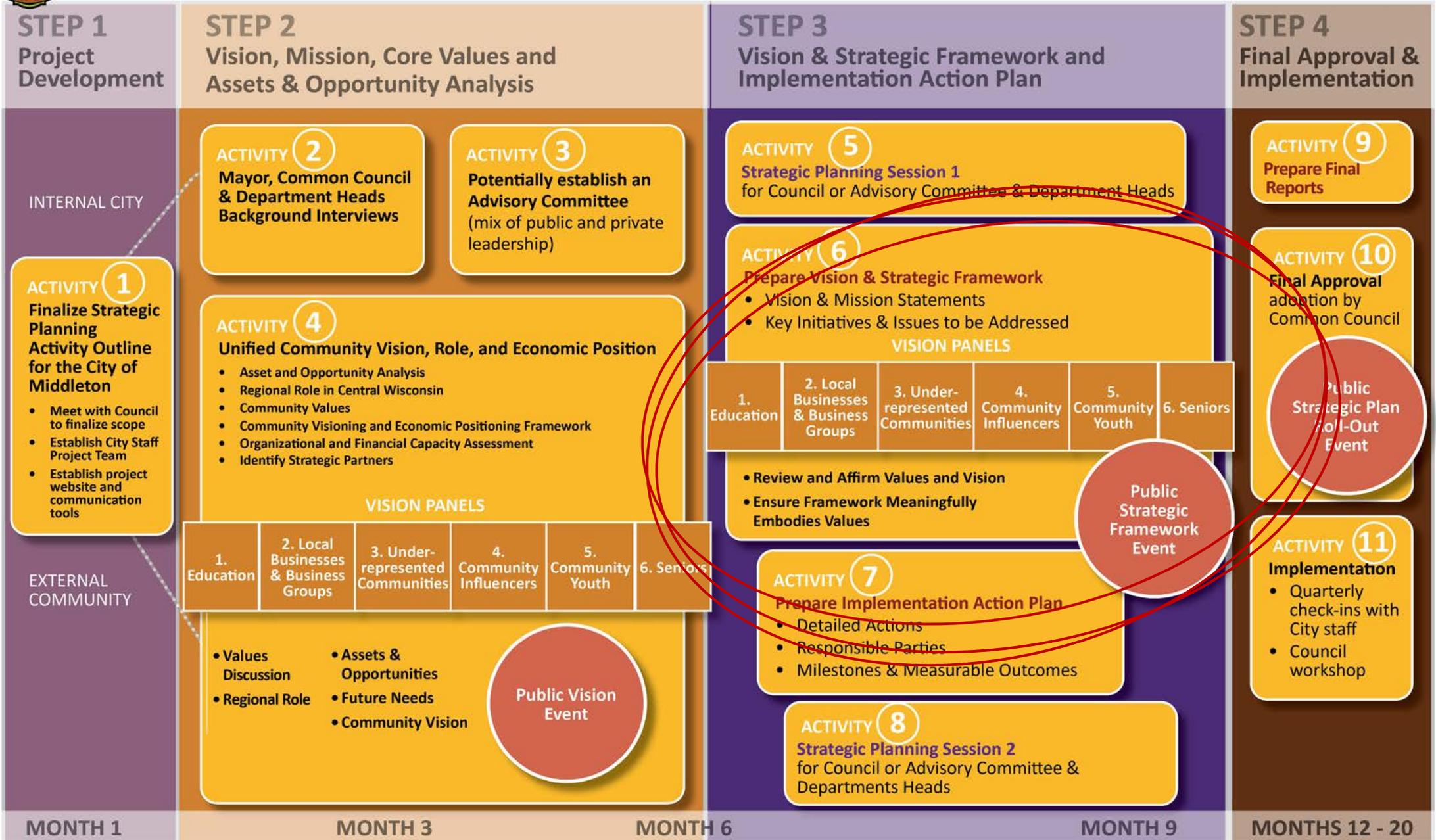
Purpose: Review and Affirm the Strategic Vision and Framework



MIDDLETON STRATEGIC PLAN



MIDDLETON STRATEGIC PLAN PROCESS



STRATEGIC PLAN



MIDDLETON STRATEGIC PLAN

COMPREHENSIVE PLAN VS. STRATEGIC PLAN

COMPREHENSIVE PLAN

- Statutorily required
- Broad & aspirational plan that looks at physical growth and development over a 20 year period
- City of Middleton recently adopted their new Comprehensive Plan in March 2021
- Included a very robust engagement process including a community survey and business survey

STRATEGIC PLAN

- Future-oriented, organizational plan that articulates a clear and compelling vision for the next 10 years with established goals, recommendations, and measurable implementation plan towards the vision

Considerations for the Strategic Plan:

- Align various plans with City resources
- City Staffing & Organizational Structure
- City Facilities
- Diversity, Equity, & Inclusion
- Sustainability & Renewable Energy
- Community Campus Planning
- Taxes & Finances



PLAN STRUCTURE

2021 COMPREHENSIVE PLAN

VISION



Broadest aspiration for Middleton

MISSION



Values and purpose for the Middleton Government

STRATEGIC FRAMEWORK



- Key goals addressed in Strategic Plan to achieve the Vision
- Major themes throughout the plan and drivers for content development

IMPLEMENTATION ACTION PLAN



VISION & FRAMEWORK INPUTS

- Vision Panels
- Advisory Committee
- Public Vision Workshop
- Public Vision Survey
- Department Head Interviews
- City Council
- Operational Analysis
- Asset and Opportunity Analysis



PUBLIC VISION WORKSHOP INPUTS

Why Middleton?

- Schools
- Friendly
- Safety
- Regional Location
- Parks and Open Space

Optimism:

- Strong Finances
- Engaged Public
- Value for Taxes
- Preservation of Outdoor Space

Concerns:

- Access – Transit, Internet
- Infrastructure Maintenance
- Housing Affordability and Growth
- Tax Levy Limits



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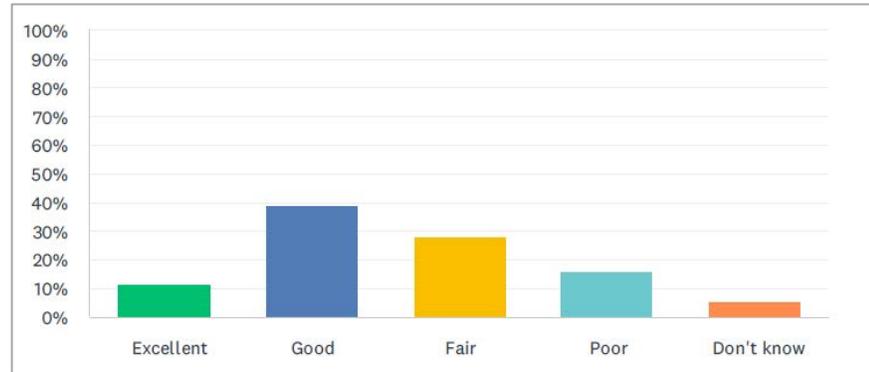
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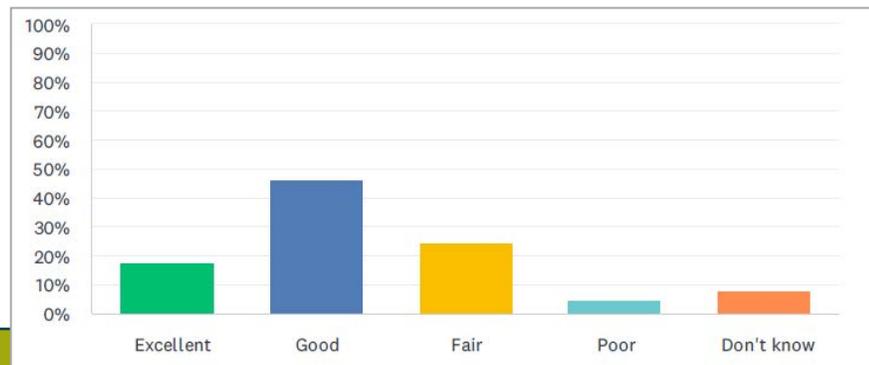


MIDDLETON STRATEGIC PLAN

Rate the performance of Middleton on informing residents about issues facing the community:



Rate the performance of Middleton on the value of services for the taxes paid:





MIDDLETON STRATEGIC PLAN VISION

MISSION

The City of Middleton provides a full array of high-quality services to its residents and businesses. City of Middleton staff and elected officials use modern technology and best practices to accomplish community goals with agility, transparency, and accountability. Middleton is committed to recruiting, supporting, and retaining a staff that reflects the diversity and values of the community.

LONG-TERM FINANCIAL & OPERATIONAL STABILITY

Investments of City of Middleton time, resources, and funds advance long-term financial and operational sustainability and keep Middleton a financially successful community.



COMMUNICATION & ENGAGEMENT

Expanded dialogue with City residents, businesses, and partners efficiently communicates the City's decisions, actions, and needs and increases access to opportunities to participate in City decision-making.



VISION:

With preserved natural beauty, a vibrant downtown, strong neighborhoods, and flourishing schools, the City of Middleton is rooted in environmental stewardship and the Good Neighbor Spirit. We are an urban, interconnected community that provides a full array of high-quality services to its residents and businesses. As a thriving, safe community, we make our parks, public facilities, and community programs accessible to all and we prioritize equity, communication, sustainability, and financial responsibility to provide an exceptional quality of life.

EQUITY-CENTERED ENVIRONMENT

Equity-centered decision-making structures and considerations are incorporated into critical Middleton programs and processes to create an environment that addresses racial inequality and supports all city residents to thrive in Middleton.



SUSTAINABILITY & RESILIENCY

The City of Middleton uses proactive strategies and practices to meet emerging future needs across all sectors of the community and endure future disruptions to our climate, ecological, and social systems.



STRATEGIC DIRECTIONS

Affordability



Employ/Engage/Utilize all available tools to make Middleton a community that is affordable and accessible to all community members
Alternative: Utilize all available tools, policies, and partnerships to make Middleton a community whose housing options and programs are affordable and accessible to all community members.

Business Development



Strengthen connections to the Middleton business community to support a diverse economy of large and small businesses that have the facilities, resources, and workforce necessary to innovate and grow.

Transportation



Develop a diversity of partnerships and innovative financial strategies to maintain a highly functional, multi-faceted transportation system of roads, interchanges, transit, and bicycle and pedestrian infrastructure.

Recreation and Wellness



Grow opportunities for Middleton residents and employees to lead healthy, active lives through recreational facilities, programs, and open spaces that are accessible to all.

Public Safety and Emergency Management



Ensure that Middleton is prepared and protected for emergency events, including extreme weather, public health crisis, and first responders, through appropriate investments in resources, staff, training, and partnerships.

STRATEGIC VISION & MISSION STATEMENTS



MIDDLETON STRATEGIC PLAN

STRATEGIC VISION

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CORE PRINCIPLES

- EQUITY-CENTERED ENVIRONMENT
- SUSTAINABILITY & RESILIENCY
- FINANCIAL & OPERATIONAL STABILITY
- COMMUNICATION & ENGAGEMENT



EQUITY-CENTERED ENVIRONMENT



Equity-centered decision-making structures and considerations are incorporated into critical Middleton programs and processes to create an environment that addresses inequity – including racial and cultural inequity.

- Develop a city-wide strategy to address equity, anti-racism, and inclusion
- Incorporate cultural competency assessment and education into City staff training and operations
- Increase diversity in City leadership and develop metrics related to recruitment and retention of City staff and officials



SUSTAINABILITY & RESILIENCY



The City of Middleton uses proactive strategies and practices to meet emerging future needs across all sectors of the community and endure future disruptions to our climate, ecological, and social systems.

- Implement the Middleton Sustainable City Plan and the City's goal to use 100% renewable energy by 2040
- Continue to protect and enhance natural areas and water bodies
- Continue to expand the use of renewable energy in Middleton
- Enable and encourage Middleton residents to live more sustainable lifestyles



FINANCIAL & OPERATIONAL STABILITY



Investments of City of Middleton time, resources, and funds advance long-term financial and operational sustainability and keep Middleton a financially successful community.

- Pursue referendums as needed to address critical services limited by tax levies, including staffing and public facilities
- Use technology and innovation in the delivery of services to improve staff agility and efficiency
- Plan for the closure of TID #3 by prioritizing remaining capital improvements and assessing financial impacts on the general fund



COMMUNICATION & ENGAGEMENT



Expanded dialogue with City residents, businesses, and partners efficiently communicates the City's decisions, actions, and needs and increases access to opportunities to participate in City decision-making.

- Create a dedicated public information/communications position
- Produce all City materials, platforms, presentations, and communications in languages used by Middleton residents and employees
- Continue virtual and hybrid meetings and invest in technology and platforms to increase public participation
- Engage the community beyond traditional channels, such as holding meetings outside of City Hall



STRATEGIC OBJECTIVES

- TRANSPORTATION & INFRASTRUCTURE
- BUSINESS DEVELOPMENT
- AFFORDABILITY
- RECREATION & WELLNESS
- PUBLIC SAFETY & EMERGENCY MANAGEMENT



TRANSPORTATION & INFRASTRUCTURE



Develop a diversity of partnerships and innovative financial strategies to maintain a highly functional, multi-faceted transportation system of roads, interchanges, transit, and bicycle and pedestrian infrastructure.

- Improve Middleton's regional and local transit connections through new partnerships
- Prepare the City's facilities and infrastructure for future technologies, particularly renewable energy, energy efficiency, and energy storage technology
- Improve bicycle and pedestrian safety with a connected network of on- and off-street paths
- Invest in fleet electrification as well as public and private electric vehicle infrastructure
- Ensure the benefits of transportation investments accrue to all residents, regardless of race, age, ability, or neighborhood of residence



BUSINESS DEVELOPMENT



Strengthen the Middleton business community to support a diverse base of large and small businesses that have the facilities, resources, and workforce needed to innovate and grow.

- Support the attraction and retention of small, locally-owned businesses, particularly in downtown
- Increase community awareness of Middleton employers and career/mentorship opportunities
- Improve Middleton's industrial and business parks, including infill development and expanding the mix of uses
- Support increased racial and socio-economic diversity of business owners through incubators, co-working space, office rental support, and partnership and mentorship opportunities



AFFORDABILITY



Employ all available tools to make Middleton a community that is affordable and accessible to all community members.

- Use state and federal programs to increase the affordability and accessibility of the Middleton lifestyle, including housing tax credits, low interest loans, and grants
- Use City zoning code, incentive policies, and land use practices to increase affordable housing options
- Continue using TIF to assist affordable housing development and create a housing fund from the closure of TID #3
- Pursue partnerships to create entry-level ownership opportunities, particularly for first-time homebuyers and groups historically excluded from homeownership



RECREATION & WELLNESS

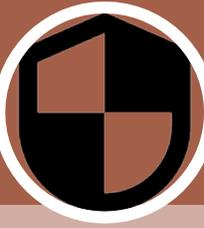


Grow opportunities for residents and employees to lead healthy, active lives through recreational facilities, programs, and open spaces that are accessible to all.

- Expand joint facilities agreements with area schools to reduce costs and increase accessibility to underserved groups, such as teens
- Explore partnerships to expand the variety, affordability, and inclusivity of youth recreation offerings
- Complete a Civic Campus plan to determine the appropriate design and composition of future public facilities
- Expand arts, music, and nature-based offerings in the City's recreation and wellness programs



PUBLIC SAFETY & EMERGENCY MANAGEMENT



Ensure that Middleton is prepared for emergency events, including extreme weather and public health crises, through appropriate investments in resources, staff, training, and partnerships.

- Train staff to implement the Emergency Preparedness Plan
- Continue to coordinate with Dane County on the preparation and implementation of the Hazard Mitigation Plan
- Expand regional partnerships and mutual aid agreements to improve efficiency and cost effectiveness
- Evaluate public safety and emergency management impacts and needs as Middleton grows and adds population





MIDDLETON STRATEGIC PLAN VISION

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WHAT'S NEXT?

- Draft Document – April/May
- Final Plan Rollout – May/June
- Visit the Strategic Plan Website:
<https://www.cityofmiddleton.us/635/Strategic-Plan>



BREAKOUT GROUPS



MIDDLETON STRATEGIC PLAN

BREAKOUT SESSION

INSTRUCTIONS

- A pop-up window will tell you to join a breakout session
- A Facilitator will be present to lead the discussion and take notes
- Let's focus on the bigger ideas and not the specific wording. Follow up with suggestions by email
- We will end the meeting from the breakout rooms. Thank you for participating!

TOPICS

Strategic Vision & Mission

Core Principles

Strategic Objectives



THANK YOU



MIDDLETON STRATEGIC PLAN